
COUNTY OF MONO
COUNTY SPACE AND FACILITIES
NEEDS ASSESSMENT
FOR CAPITAL FACILITIES PLANNING
Proposal and Quotation



November 13th, 2008

Mr. Brian Muir
Mono County Finance Director
P.O. Box 556
Bridgeport, California 93517

E.Mail: bmuir@mono.ca.gov

RE: Mono County Space and Facility Needs Assessment for Capital Facilities Planning

Dear Mr. Muir:

Thank you for inviting the TRG Consulting team to submit a proposal for your space and facility needs assessment project. We are convinced that our team can develop a countywide master space needs study with options and recommendations to relieve crowding in County owned spaces and eliminate your need for lease space wherever appropriate.¹ We have provided similar successful needs assessment and planning services for a number of California counties. More importantly our space needs assessments have resulted in well thought out development options that have been implemented and brought almost immediate relief to our clients. Examples include our recent work in Alpine, Calaveras, El Dorado, Fresno, Lassen, Monterey, Stanislaus and Tuolumne Counties, all of which are well on the way to relieving inefficient and crowded working conditions. Thus you can be certain that the implementation plan we develop will provide immediate and long-term benefits to your citizens and to County employees.

The TRG team has provided similar needs assessment services for the last decade and a half. Our team offers:

- A wealth of experience gained from writing thirty-nine similar needs assessments.
- An in-depth understanding of the operations and facilities needs of county governments in California from our previous work on related planning and design efforts, most recently for Amador, Calaveras, Colusa, El Dorado, Lassen, Monterey, Nevada, San Benito, Shasta, Stanislaus, Trinity and Tuolumne Counties.
- A planning and design firm that has been in business in California for seventeen years with a number of successfully completed commissions for county governments.
- A scope of work that meets all of the requirements of your RFP. In addition this scope of work includes the examination of alternative planning scenarios to meet your identified space and facility needs.
- Outside funding assistance with a 72.7% success rate in writing grants for construction funding programs and just under a 70% success rate in writing operational grants for county government departments and agencies.

¹ Sometimes out-of-county funding streams allow departments to lease space, but not to build or purchase space (Social Services funding often is an example).

Master planning summary spreadsheet for the needs assessment TRG staff wrote for Stanislaus County. The reference for this project is Darrell Long, Capital Projects Program Manager, telephone: 209.525.4380.

- A “hands on” project approach in which principals actively are involved in all aspects of your project. While you will see support staff occasionally, you will never see support staff without a principal present. Our references will attest to the continuous involvement of our principals.
- An enviable record of providing conceptual estimates of construction cost that have been within five percent of the final bid price. (Estimates over the last two years have been within slightly less than three and a half percent of the final bid price in a highly volatile bidding climate.)
- An understanding of construction operations that allows us to prepare accurate schedules for future construction projects.
- A competitive fee structure that includes all services identified in your RFP. We are a California firm so all reimbursable expenses are included in our hourly rates. We do not invoice our California clients for travel, lodging or per diem.

We look forward to the possibility of providing needs assessment services to Mono County!

Regards,

TRGConsulting
architectural planning and design



William Harry Munyon
Managing Principal

27 Colonial Drive
Rancho Mirage, California 92270
and
4015 Withers Road
Napa, California 94559
preserving resources since 1991

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MONTEREY COUNTY AB 900 DETENTION NEEDS ASSESSMENT

A. Elements of the System

Existing: Monterey County Jail
The Monterey County Jail is located at 1419 National Road, Salinas, California 95060. The jail consists of three components:

1. The Renovation Facility.
2. The Men's Jail.
3. The Women's Jail.

Total Beds Required (Average Projection) The total number of beds required (including the existing 813 beds) using the average projection is illustrated in Table A.1.

Table A.1
Total Detention Facility Bed Need 2000 – 2040 (Average)

Year	Existing	Renovation	Men's	Women's	Total	High	Low
2000	813	0	0	0	813	813	813
2005	813	0	0	0	813	813	813
2010	813	0	0	0	813	813	813
2015	813	0	0	0	813	813	813
2020	813	0	0	0	813	813	813
2025	813	0	0	0	813	813	813
2030	813	0	0	0	813	813	813
2035	813	0	0	0	813	813	813
2040	813	0	0	0	813	813	813

Total Beds Required (High Projection) The total number of beds required (including the existing 813 beds) if the high projection is used is illustrated in Table A.2.

Table A.2
Total Detention Facility Bed Need 2000 – 2040 (High)

Year	Existing	Renovation	Men's	Women's	Total	High	Low
2000	813	0	0	0	813	813	813
2005	813	0	0	0	813	813	813
2010	813	0	0	0	813	813	813
2015	813	0	0	0	813	813	813
2020	813	0	0	0	813	813	813
2025	813	0	0	0	813	813	813
2030	813	0	0	0	813	813	813
2035	813	0	0	0	813	813	813
2040	813	0	0	0	813	813	813

Source: TRG Consulting, January 2001

The projected bed need is calculated in Section F, Analysis of Local Trends and Characteristics, Table F.18 of this report.

TRG Consulting

A page from Section A, Elements of the System, of the needs assessment TRG staff wrote for the Monterey County Sheriff's Office. We were successful in obtaining \$80,000,000.00 in AB 900 construction grant funding; however, Monterey County could not site a reentry facility and regretfully had to refuse the grant award.

The reference for this project is Sheriff Mike Kanalakis, telephone: 209.533.5855.

Qualifications, Project Staffing and References

Name, Address and Contact Information.

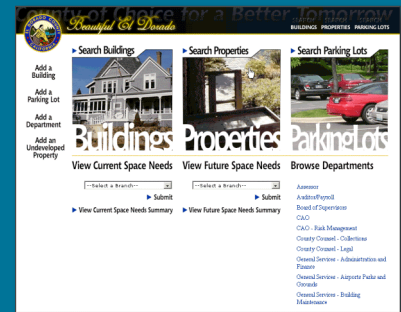
William Harry Munyon (“Harry”)
 Managing Principal
 TRGConsulting
 4015 Withers Road
 Napa, California 94559
 Telephone: 559.269.3500
 Facsimile: 302.264.3500
 Email: harry@trg-consulting.com

Office Location. Our northern California office is located in Napa, California as indicated above. We also have a southern California office in Rancho Mirage. Almost all of our recent clients are located in central and northern California and our references will confirm our ability to serve them and to be on site anywhere in the state whenever needed.

Brief History of the Firm. TRGConsulting was founded in 1991. We are celebrating the firm’s seventeenth anniversary this year. The objective of the firm is to provide our clients with planning, grant writing, design, construction management and related consulting services in a timely and cost effective manner. Our references will attest to the “hands on” service provided by our principals and the success of our projects.

Firm Capabilities. TRG specializes in needs assessments, programming and planning, special design studies, operational and staffing analyses, architectural design, construction administration, project management and staff training. Consulting is offered for a wide variety of county government needs such as:

- the development of comprehensive needs assessments and master space needs studies;
- assistance in obtaining outside government and private funding;
- site feasibility studies with weighted criteria;
- master site planning and the preparation of site development guidelines;
- traditional architectural design and construction administration;
- county government facility studies (including determination of needs and risk assessment as well as providing these studies in electronic media);
- facility audits;
- forensic analyses of existing facilities;
- determination of space requirements;
- staffing studies;
- operational studies;
- historic preservation work (including obtaining funds to preserve historically significant buildings such as your County Courthouse);
- the development of facility and system space standards;
- identification of design, financing and construction alternatives to preserve available resources (e.g. conventional design and construct, design/build, lease with option to purchase, etc.);
- implementation of cost conservation methodologies;



“Screen shot” from the electronic media developed for El Dorado County. This screen illustrates access to the inventories for buildings, undeveloped properties and parking lots (among other things). Additional “screen shots” appear in the body of this submittal.

- the preparation of development options with associated cost/benefit analyses;
- needs assessments, planning and programming for county and state government facilities;
- the development of mission statements and system/facility goals;
- serving as the owner's representative, construction manager, project manager or program manager for government facilities;
- feasibility studies and cost/benefit analyses;
- the development of meaningful juvenile ward and adult inmate programs;
- state and county comprehensive criminal justice planning (e.g. the interaction between community corrections, probation and local law enforcement agencies; strategies for bond elections; etc.);
- development of government agency policies and procedures;
- surveys of staff to determine the facility "culture" and recommend any appropriate initiatives to improve operations and/or reduce liability;
- operational peer review of facility designs that are in progress;
- design/value engineering to reduce costs and preserve life cycle resources;
- constructability reviews to reduce the potential for change orders and increase the opportunity for competitive bidding;
- public presentations and workshops;
- county and state master planning and future needs assessments;
- computer systems integration and consulting;
- counter-terrorist consulting;
- corporate security;
- hospital security (as mandated by California legislation); and
- personal protection (including judicial protection and prevention of violence in the workplace as suggested by CalOSHA).

Our planning and design portfolio includes virtually every type of county government facility. TRG services range from front-end planning and grant writing through design, preparation of construction documents, bidding, construction administration and post-occupancy services.

Number of Employees. TRG is a firm of eleven professionals.

Proposed Key Staff.

WILLIAM HARRY MUNYON ("Harry"); Principal-in-Charge, Project Manager and Lead Planner. In his three decades of practice Harry has been responsible for over 225 related projects ranging from small government facilities to large, complex projects. Prior to founding TRG Harry directed the planning and design studios for two major international architectural firms. In that capacity he was responsible for planning and design projects totaling over \$3.4 billion. His recent experience includes related master space needs studies for sixteen California counties including Alpine, Calaveras, El Dorado, Lassen, Monterey, Stanislaus and Tuolumne Counties. He has been responsible for several historic preservation projects including the adaptive reuse of historic buildings. Harry has been involved with grant writing for county government facilities since the early 1980s, when he assisted Val Verde County, Texas in obtaining Federal funding for the construction and operation of the Val Verde County Jail. Harry's planning and conceptual design efforts frequently have led to commissions in which Harry was



Harry has been providing planning and design services to county governments for three decades.

responsible for designing the facilities for which he had provided the initial planning and grant writing services. This has brought an invaluable sense of reality to all of his planning and grant writing work. Harry has degrees from Tulane University (Public Administration and English) and the Naval War College (Security, Strategy and Policy) as well as a Bachelor of Architecture with High Distinction from the University of Arizona. He was first registered as an architect in 1978.

TOM WORNSON - Architectural Planning and Design. Tom Wornson has been an architect and planner for over thirty years. During this time he served as the senior designer and planner for a major international firm based in California. His recent related experience includes projects for Sun Microsystems, General Motors, Kaiser Permanente, the University of California, Stanford University, Lawrence Berkeley Laboratory and related commissions for Contra Costa, Fresno, San Diego, Santa Clara, Santa Cruz, Tuolumne and Ventura Counties.

Tom has a Bachelor of Architecture and a Bachelor of Science in Building Construction from Iowa State University. He has been a registered architect since 1974. Tom and Harry first worked together in 1987.¹

RON JARRELL - Operations and Construction Planning; Quality Assurance. Harry began working with Ron Jarrell in 1988 when Harry was the project manager for the planning and design of the 280-bed Lassen County Jail. As the Sheriff, Ron personally supervised this project because of his familiarity with construction. Their relationship continued throughout a number of projects that Ron supervised including a countywide government facilities needs assessment, a new Regional Juvenile Detention Facility (for which TRG wrote the successful grant application) and a new Sheriff's Administration Building. Ron also has served on the Executive Steering Committees (ESCs) at the Corrections Standards Authority (CSA) that awarded construction grants. He retired as the Sheriff of Lassen County in 2002, after thirty-two years of service. Ron then served as Commander, Custody Services Bureau and Undersheriff in Contra Costa County, finally retiring from law enforcement for good in 2004. He provides construction and operational consulting services to TRG for selected projects and leads our quality assurance team. Ron will review our planning efforts.

JIM MARMACK - Public Safety Planning. Jim and Harry started working together ten years ago when Jim was the Assistant Sheriff in San Diego County and Harry was part of the planning team for all San Diego County detention facilities. Jim offers over thirty years of public safety experience to our team. He now is retired and serves as a consultant for selected TRG projects.

In addition to serving as the Assistant Sheriff in charge of San Diego County's seven detention facilities, Jim has served on the Executive Steering Committees (ESCs) at the Corrections Standards Authority (CSA) that have awarded construction grants under previous funding initiatives.

BILL KIONKA (The Kionka Group) - Cost Engineer. Bill has worked with Harry over the last nineteen years to refine building systems in order to

¹ And they've had more fun working together than ought to be legal...ask them about the Gary Reddick caper.



Siskiyou County Charlie Byrd Juvenile Treatment Center; Yreka, California.

TRG staff prepared the needs assessment, wrote the successful grant application and provided the architectural design for this detention facility. Our proposed project manager, Harry Munyon, wrote the architectural, construction and operations sections of this grant. TRG staff wrote the remainder of the grant.

deliver cost effective government facilities from both a capital and operational cost perspective. Bill offers thirty-two years of experience with government facility costs. He and Harry have worked together on a number of related California projects and Bill's conceptual estimates always have been within five percent or less of the accepted construction bids. Bill will be available to provide cost estimating services as needed for your needs assessment.

Tuolumne County JNA Bed Need Summary

Table 1: 10% Single, 50% Double, 40% Dorm

Bed Type	% of Type Needed	TCJ Beds	Bed Need by Type			
			2010	2020	2030	2040
Total Need (High)						
Single	10.0%	13	259	283	297	305
Double	50.0%	30	136	142	149	153
Dorm	40.0%	166	104	113	119	122
Total Beds		149				

Source: TRG Consulting, June 2007.

Spreadsheet used to determine the type of adult detention beds needed in Tuolumne County for the next thirty years. TRG staff is responsible for the countywide facilities master space plan as well as the more specific adult and juvenile detention needs assessments for this county. The reference for these needs assessment is Keith Lunney, telephone: 209.533.5855.

Related Experience and References.

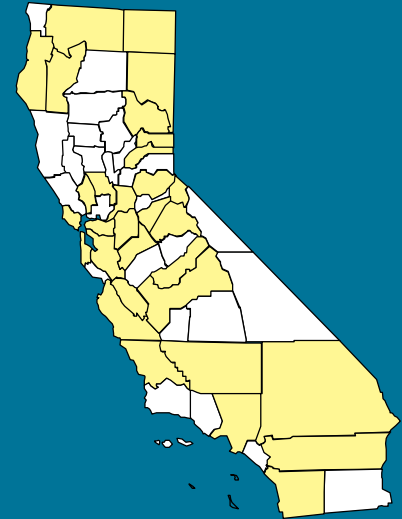
Related Experience. Our team is devoted almost exclusively (93.6%) to county government planning and design projects. Seven clients for whom we have provided related planning services are identified in Table 1.1 below. Although we have provided related planning and design services for larger counties (e.g. Los Angeles, Fresno, Riverside, San Bernardino and San Diego Counties), the majority of our projects have been for counties similar in size to Mono County. All projects listed below are for repeat clients.

Table 1.1 - Recent Projects

Project	Budget	Contact/Telephone
Monterey County Juvenile & Adult Detention Facility Needs Assessment, Master Plan and Grant Writing	\$86,050	Sheriff Mike Kanalakis Tel. 831.755.3751
Calaveras County ² Juvenile and Adult Detention Needs Assessment, Feasibility Study; AB 900 Grant Writing	\$29,850	Sheriff Dennis Downum Tel. 209.754.6497
Lassen County Countywide Facilities Needs Assessment, Sheriff's Admin. Building Needs Assessment, Design & Construction Admin.	\$45,750	Sheriff Ron Jarrell (retired) Tel. 530.257.3205 ³
Stanislaus County Public Safety, Law Enforcement, Adult & Juvenile Detention Needs Assessments (2)	\$83,370	Darrell Long, Ret. Capital Projects Manager Tel. 209.652.1178
San Diego County Sheriff's Office Planning & Needs Assessment	\$197,498	Assistant Sheriff (retired) Jim Marmack Tel. 760.505.2200
Alpine County County Administration, Law Enforcement & Detention Needs Assessment, Architectural Program & Conceptual Design	\$18,754	Ms. Judy Molnar, Assistant to the Board Tel. 530.694.2287
Tuolumne County Countywide Facilities Space Plan, Adult and Juvenile Detention Needs Assessments; AB 900 Grant Writing (4)	\$97,690	Keith Lunney Sheriff's Office Tel. 209.533.5855

² Currently TRG is providing the architectural program and conceptual design for a new 340-bed Adult Detention Facility, a new Sheriff's Administration Building and an Emergency Operations Center for Calaveras County.

³ After serving as Sheriff of Lassen County and Undersheriff for Contra Costa County, Ron Jarrell now is retired. This telephone number is for his home.



Selected counties in which
TRG has provided related
services

Alpine
Amador
Calaveras
Colusa
Contra Costa
El Dorado
Fresno
Humboldt
Kern
Lassen
Los Angeles
Marin
Madera
Mendocino
Modoc
Monterey
Napa
Nevada
Plumas
Riverside
Sacramento
San Benito
San Bernardino
San Diego
San Luis Obispo
San Mateo
Santa Clara
Sierra
Shasta
Siskiyou
Stanislaus
Trinity
Tuolumne

Selected Commissions (Past Ten Years). The following table is a partial list of our related projects over the last ten years. Most are for repeat clients.

Table 1.2 - Selected Projects (Last 10 Years)

Project	Contracting Agency	Contact/Telephone
El Dorado County Countywide Master Space Needs Study	El Dorado County Department of General Services (Repeat Client)	Ms. Judi Harkins Asst. to Supervisor Solaro Tel. 530.621.6577
Madera County Adult Detention Needs Assessment	Madera County Resource Management Agency	Chief Doug Papagni Tel. 559.675.7951
Siskiyou County Juvenile Detention Needs Assessment, Grant Writing & Design	Siskiyou County Board of Supervisors	Chief Adele Arnold, Chief Probation Officer Tel. 530.841.4365
Monterey County Juvenile Detention Needs Assessment	Monterey County Board of Supervisors (Repeat Client)	Chief Manuel Real Chief Probation Officer Tel. 831.755.3909
Clackamas County Jail Detention Staffing Study	Clackamas County Sheriff's Office (Repeat Client)	Sheriff Craig Roberts Tel. 503.655.8218
Clackamas County Jail Operational Costs Study	Clackamas County Sheriff's Office (Repeat Client)	Sheriff Craig Roberts Tel. 503.655.8218
Clackamas County Jail Consulting to Blue Ribbon Committee for a New Jail	Clackamas County Sheriff's Office (Repeat Client)	Sheriff Craig Roberts Tel. 503.655.8218
Clackamas County Jail Feasibility Study, Needs Assessment & Master Plan	Clackamas County Sheriff's Office (Repeat Client)	Sheriff Craig Roberts Tel. 503.655.8218
Clackamas County Juvenile Hall Needs Assessment & Conceptual Design	Clackamas County Juvenile Department (Repeat Client)	Mr. Doug Poppen, Director Tel. 503.655.8342
Trinity County Juvenile Needs Assessment, Grant Writing & Architectural Design	Trinity County Board of Supervisors (Repeat Client)	Chief Terry Lee, Chief Probation Officer Tel. 530.623.1204 x124
Lassen County Countywide Facilities Needs Assessment, Regional Juvenile Detention NA, Grant Writing & Design	Lassen County Board of Supervisors (Repeat Client)	Retired Sheriff Ron Jarrell Tel. 530.257.3205
Nevada County Regional Juvenile Hall Needs Assessment, Grant Writing & Design	Nevada County Board of Supervisors (Repeat Client)	Chief Doug Carver, Chief Probation Officer Tel. 530.265.1216
El Dorado County South Lake Tahoe (SLT) Juvenile Treatment Ctr. Needs Assessment & Design	El Dorado County Board of Supervisors & the Department of General Services (Repeat Client)	Judge Suzanne N. Kingsbury, Presiding Judge Tel. 530.573.3064



Lassen County Regional Juvenile Detention Facility Dayroom. The county had limited resources with which to construct this 40 "hard" bed facility, including support spaces (e.g. intake and processing, attached outdoor recreation, program rooms, central control, institutional and other storage, etc.). Through careful planning and design this detention facility was constructed for \$55,000 per bed in 2002. TRG staff, led by Harry Munyon, wrote the successful grant for this facility.

Our proposed project manager, Harry Munyon, also was the project manager for the Lassen County Adult Detention Facility in a previous association. That 280-bed facility was constructed for \$6.2 million and opened in 1991. The Lassen County ADF was constructed using Prop. 52 funds, which mandated a maximum cost per facility. This ADF was constructed for 1/3 of the mandated cost.

"Cost effectiveness" is critical to smaller counties with limited resources. Our needs assessments plan for cost effective facilities.

Project	Contracting Agency	Contact/Telephone
San Mateo County Youth Services Center Title 15/24 Compliance (Const. Management)	San Mateo County Board of Supervisors (with Turner Construction Co.)	Mr. Michael O'Brien, Regional Vice President (Turner) Tel. 510.267.8100
San Benito County Juvenile Hall Expansion Needs Assessment & Conceptual Design	San Benito County Probation Department (Repeat Client)	Chief Dete Kraus (Retired) Tel. 209.795.7122 ⁴
Tuolumne County Countywide Space Needs Assessment	Tuolumne County Board of Supervisors	Ms. Ann Fremd CAO Project Manager Tel. 209.532.6632
Amador County Jail and Sheriff's Ops Needs Assessment & Master Plan	Amador County Sheriff's Office	Capt. Ron Rockett Tel. 209.223.6529

The projects listed in the tables above illustrate that often we design and provide construction administration on projects for which we provided needs assessments, initial feasibility studies, planning efforts and grant writing. As a result we are much better planners because we understand the physical plant implications of strategic decisions made during planning efforts.

⁴ Chief Kraus retired shortly after this project. This is his home telephone number.



Page from the Executive Summary for the needs assessment prepared for Stanislaus County. This page illustrates the planning for the Sheriff's Operations Building and the Emergency Operations Center along with associated costs.

Project Approach.

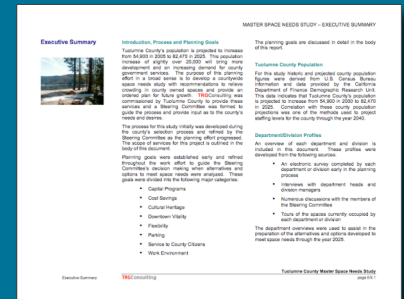
Approach to Project. A summary task description appears below.

Project Start.

- Present **project methodology** for approval by Mono County staff
- Develop **communications protocols** for approval by County staff (including status reports, presentation methods and contents of final report)
- Determine County staff and consultant participation on the **Executive Steering Committee** that will oversee and manage this project (including providing ongoing, interim and final approvals of information for submission to your Board of Supervisors)
- Develop and distribute the **project directory**
- Affirm/refine the **project schedule**
- Develop **project goals** to guide the planning effort
- Discuss **contents and reports desired from the software and electronic database** that will be developed as part of this planning effort
- Confirm/develop all **building inventory factors** to be included in the electronic database; determine information that will be provided by the County's Administrative Office, Community Development and Department of Finance staff and information that will be collected by the consulting team; establish schedule for collection
- Review, amend (as necessary) and approve the **electronic survey** that will be sent to all County departments and agencies

Review of Existing Documents and Information.

- Review of all available existing documents (as available) such as:
 - **County of Mono Budgets** for fiscal years 2002-2003 through 2007-2008
 - **Grand Jury Findings** related to facility and staff needs (last five years)
 - historical County **staffing levels** by department (last five years)
 - **as-built drawings** of existing County-owned and leased facilities (if as-built drawings are not available, emergency evacuation floor plans may be substituted)
 - information on **leased facilities** including square footage, lease term and amount as well as other available information
 - **insurance and risk management information** on County owned facilities (this information usually includes addresses, square footage, current insured value and other related information)
 - **County population totals** for the last five years as calculated by County planning officials (if different from the population figures maintained by the California State Department of Finance)
 - **inventory of County owned land** (developed and undeveloped)
 - **inventory of available land** for future County facility construction
 - inventory of **existing parking**
 - information on the **local, state or federal historic designation** of any historic County buildings
 - any **assessment work and long range planning** that already has been accomplished
 - other **related information**



Pages from the "hard copy" of the Tuolumne Countywide Needs Assessment are used to illustrate the project approach section. Above is a page from the Executive Summary of the final document.

Establish Space Standards for County Job Classifications and Support Space.

- Review **current space use** in terms of net square footage per classification
- **Compare to space use standards** in other California counties and known standards for types of space
- Determine appropriate **space standards by Mono County job classification**
- Determine appropriate **space standards for support spaces** (e.g. conference rooms, reception areas, storage space, restrooms, copy rooms, computer server rooms, meeting space, etc.)
- Develop **building gross space standards** for each department
- Establish **net-to-gross standards by department/building/space type** to allow determination of building footprints and estimates of probable construction costs for new facilities
- **Review space standards with Steering Committee**

Electronic Surveys, Departmental Visits and Inventory of Existing Buildings.

- Distribute an **electronic survey** for all departments and agencies to begin the assessment of space needs
- **Review and analyze completed surveys** and develop any necessary questions to clarify responses
- **Visit all County departments** to understand their existing physical plant and space requirements; clarify responses on electronic surveys
- Determine which **buildings will continue to function “as is”** (e.g. any buildings with long term leases, etc.)
- Determine **buildings/spaces for which immediate decisions are required** such as those with leases about to expire
- Determine **departments with immediate needs**
- Prepare and enter into the customized database an **inventory of all existing leased or County owned buildings**; typically such an inventory will include:
 - location of building
 - construction type
 - age of building
 - age of any additions or renovations
 - square footage
 - designation as leased or County owned
 - lease rate and term (where applicable)
 - current value of County owned buildings
 - ADA compliance
 - parking adequacy (employee parking and visitor parking)
 - access to public transportation
 - security and alarm systems
 - emergency vehicle access (e.g. ambulance, fire, law enforcement, etc.)
 - condition of building systems
 - expansion potential and availability of land for expansion
 - compatibility with use of adjacent buildings or properties
 - other factors as determined by the Steering Committee
- Provide a more detailed **critical assessment of those buildings selected by the Steering Committee**

COUNTY POPULATION

At 36 million people, California is the most populous state in the United States. In the next ten years, California's population is projected to grow by 10% to 12 million people. The state's population is projected to grow from 36 million in 2010 to 46 million in 2020. The state's population is projected to grow from 36 million in 2010 to 46 million in 2020. The state's population is projected to grow from 36 million in 2010 to 46 million in 2020.

Year	Total Population	White	Hispanic	Black	Asian	Native Hawaiian	Other
1990	19,000,000	10,000,000	2,000,000	1,000,000	1,000,000	100,000	100,000
2000	29,000,000	15,000,000	4,000,000	2,000,000	2,000,000	200,000	200,000
2010	36,000,000	18,000,000	6,000,000	2,000,000	3,000,000	300,000	300,000
2020	46,000,000	22,000,000	10,000,000	2,000,000	4,000,000	400,000	400,000

This page includes a table that depicts projected county population growth.

- Review departmental findings with Steering Committee
- Enter approved data into the electronic database

Establish Existing Need.

- **Determine current space needs** based on space standards (i.e. the square footage County departments currently require if space standards were met)
- **Compare space needs** (based on space standards) to existing available space and illustrate existing shortfall in needed space
- Identify **comparable counties** and review facilities needs, projected future needs and approaches to co-locating or clustering staff to improve the delivery of services
- **Review existing need findings with Steering Committee**
- Enter approved information into the **electronic database**

Interim Presentation.

- Provide interim presentation to the Mono County Board of Supervisors on work to date (with appropriate verbiage and graphics); request response to and comments on work to date

5, 10 and 20-Year Projections for Each Department.

- Gather and analyze **historic County population growth** over the previous twenty years and develop trend patterns (use U.S. census information, state Department of Finance data and any statistics developed by the County)
- Gather and analyze **County data on employee growth by department** over the last five years
- Consider at least three **forecasting methods** based on previous experience with California counties and available historic data (discuss with Steering Committee):
 - current ratio of department staff/County population to projected County population
 - linear progression
 - historic percent change
- **Compare forecasting results with each County department's recommendations** for future staff (from electronic surveys) as a “check” to be certain that forecasts from above have not overlooked any significant factors that will impact projections (e.g. loss of funding for staff, new grants, etc.)
- **Review projections with Steering Committee**
- **Review projections with County departments**
- **Present final projections to Steering Committee**
- Enter approved data into the **electronic database**

Final Report Preparation and Development of Recommendations as to Implementation.

- Finalize **needs assessment** (the analysis and forecast of staff and space requirements for each County department that occupies or will occupy space)
- Finalize **existing need** (the evaluation of existing space, need and capacity)

Tulsa County Staff Projections (2003 - 2040)					
Department/County Section/Division	2003 Head	2010	2015	2020	Total % Change
Administration					
Chief of Administration	1	1	1	1	0.0%
County Council Liaison, Finance, Audit, and Records Managers	1	1	1	1	0.0%
County Council Liaison, Planning and Development	1	1	1	1	0.0%
County Administrator's Office	1	1	1	1	0.0%
County Executive Liaison, Finance and Records Managers	1	1	1	1	0.0%
County Executive Liaison, Planning and Development	1	1	1	1	0.0%
County Executive Liaison, Health and Social Services	1	1	1	1	0.0%
County Executive Liaison, Transportation and Public Works	1	1	1	1	0.0%
County Executive Liaison, Parks and Recreation	1	1	1	1	0.0%
County Executive Liaison, Public Safety	1	1	1	1	0.0%
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County Executive Liaison, Community Development					

This table illustrates projected population growth using three separate projection models.

- Provide an **options analysis** (definition of alternatives to provide needed space and reduce dependence on leased space where appropriate; discuss need and locations for renovation/expansion and new construction; provide cost/benefit analyses); options will include recommendations that examine:
 - **centralization** of appropriate County services to improve service and operational efficiency (“one stop shopping” for citizens)
 - **decentralization** of appropriate services for better service throughout the County (e.g. ambulance stations, Sheriff’s sub-stations, library services, selected health and human services, selected social services, etc.)
 - **future use or disposition** of owned facilities (including the expected life of owned facilities and the length of time that a building can accommodate the operations currently housed in that building)
 - **reduction in use of leased facilities** where County financial resources can be preserved
 - potential for **future expansion** at the least cost (current and future locations)
 - **historic implications** of County owned facilities (explore alternative uses of any historic buildings)
 - **security implications** (including those that bring grant funding)
 - any remaining implications of the **state takeover of the courts**
 - **other areas** as determined by the Steering Committee
- Identify any available **outside funding** for recommended projects
- Develop **funding strategies**
- Insure all **information required to develop a Capital Improvements Plan (CIP)** is included (and in the electronic database)
- Develop a **plan of action with associated costs** (prioritized recommendations by fiscal year with preliminary schedule, budget and overall financial implications; provide financing alternatives)
- **Review recommendations with Steering Committee**
- **Review recommendations with County departments**
- **Present final recommendations to Steering Committee**
- Enter final recommendations into the **electronic database** for future adjustment

Electronic Media and Software Development (Optional Service)

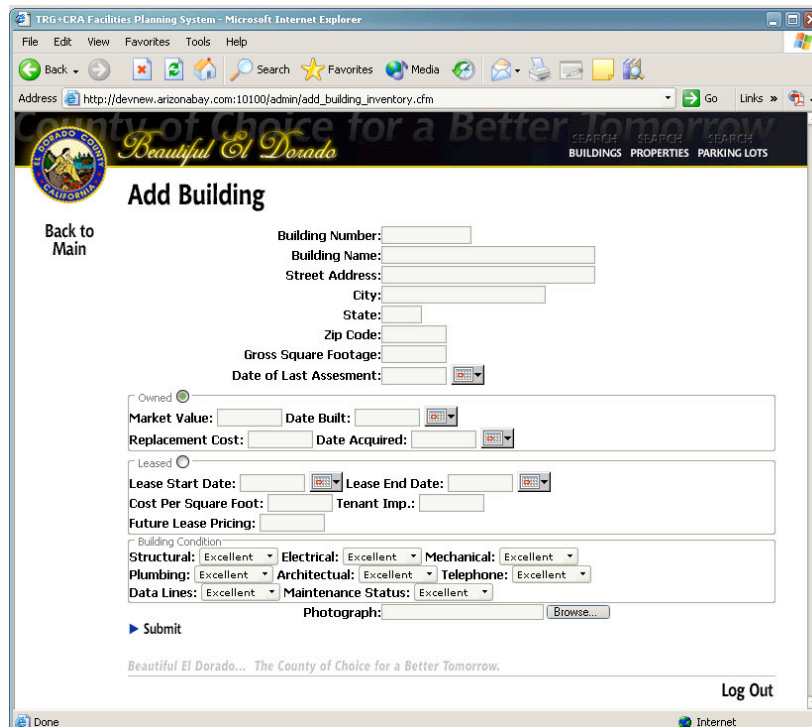
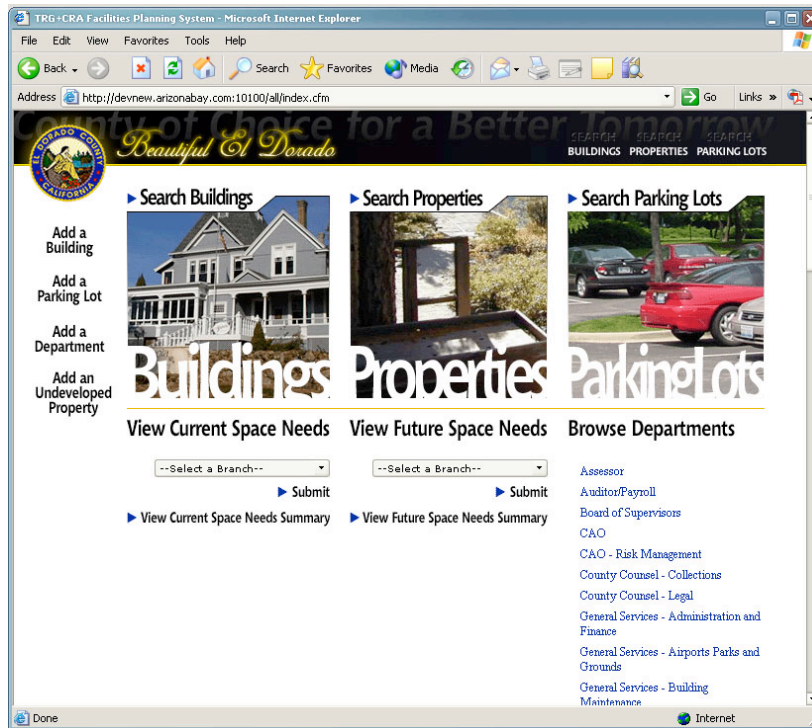
- Provide the **results of your needs assessment in electronic media** to allow County staff to update the results of this planning effort as change occurs; electronic data will include:
 - **staffing** numbers
 - **inventory** of County owned and leased facilities
 - staff and space need **projections**
 - information regarding **undeveloped County owned property**
 - **parking** statistics
 - **recommendations** from this master space needs study
 - **other data** as decided by the Steering Committee
- Develop **standard report formats** in coordination with the Steering Committee so that the software will generate periodic information as desired by County Administration as well as other County departments and agencies

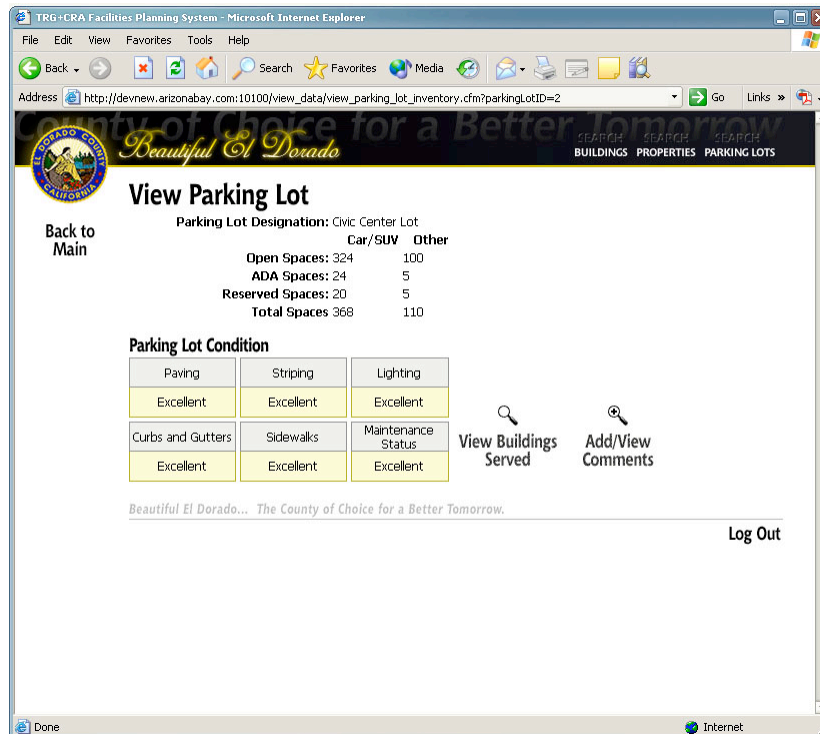
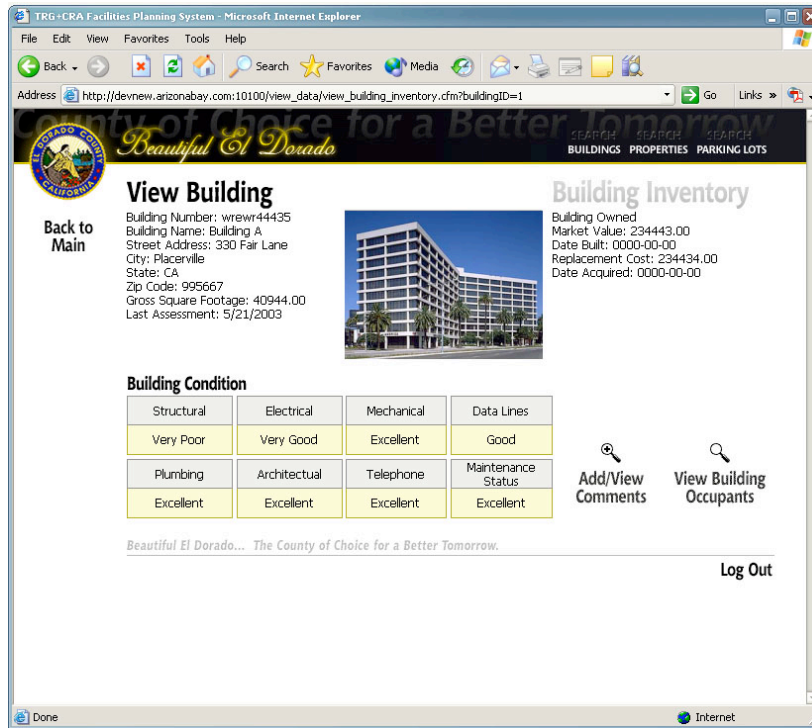


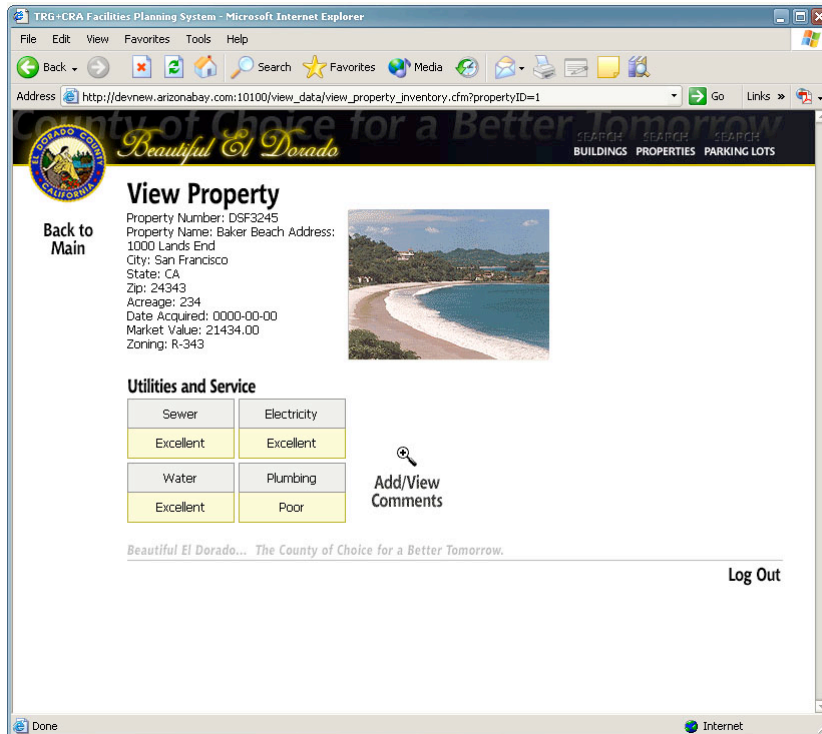
Overview of Departments (a page discussing the Board of Supervisors appears above).

- Provide training in software use and database maintenance to selected County staff

Our electronic media and software development is best illustrated by “screen shots” from our work in El Dorado County.







Final Presentation.

- Provide **final presentation to the Mono County Board of Supervisors** (with appropriate verbiage and graphics); request final approval

Understanding of Your Project. A detailed task description is provided above. These tasks have been specifically written in response to your RFQ (every county has different needs). This project approach has been refined on a number of California county needs assessments and space planning efforts. Our understanding of government operations, staffing plans and facility needs in California counties further contributes to the success of our projects. Our process is a participatory one in which Mono County staff will be involved intimately. Thus the resulting needs assessment and development options very much will be “yours” and will meet your unique and specific needs. (A great deal of our work will be done on site in Mono County.) These options will include implementation costs as well as the costs likely to be incurred if any inefficient operations remain in place.

Public Presentations and Presentations to County Staff. In addition to our presentations to the Steering Committee and your Board of Supervisors, we are prepared to provide any other presentations that may be appropriate.

Ability to Work with Government Agencies and County Project Staff. Virtually all of our work is on government projects in the public sector and we are quite accustomed to working with all types of governmental folks and with our clients (most of whom are project personnel representing county government). Additionally, we have worked with counties on your “side of the table” on several similar projects so we understand your concerns. (A few years ago Harry Munyon, our proposed project manager, served as the Interim Director of the Architecture & Engineering Department in San

Identified Need - Catch Up



- Projections indicate the immediate need for an additional 840 beds (high projection) by 2010
- All of these beds need to be constructed in single or double cells
- Bed need equals fourteen, 60-bed housing units for County needs alone

TRG Consulting

Options Reviewed to Date



1. Construction at existing jail site
2. Construction adjacent to Superior Court in Salinas
3. Construction on County owned land at Ft. Ord

TRG Consulting

Presentation media recently used in Monterey County. TRG staff wrote the needs assessment, developed the master plan and prepared the successful AB 900 grant application for the Monterey County Sheriff's Office.

Bernardino County while a nationwide search for a permanent Director was conducted.⁵ As part of that commission, Harry oversaw the needs assessment and space planning for all county facilities in downtown San Bernardino.)

Electronic Media and Software - A Living Document. A great deal of our recent success, particularly in the implementation phase, can be attributed to providing well thought out implementation plans in both hard copy and electronic media. The electronic media allows the County to adjust their space needs assessment and implementation plan as circumstances change. This adjustment is important as projects identified in the implementation plan become reality and as the County moves out of leased space.

Role of the Architect/County. The role of the architect is to provide all services identified in your RFP and in this proposal. Any assessment work and long range planning that already has been accomplished will be incorporated into our work.

The role of County staff is to participate on the Steering Committee in a decision-making role, providing input and approvals as indicated in the project approach discussed above. Representatives from County departments and agencies will need to complete the electronic survey and provide related information on their individual departments and agencies. Additionally the County staff will be asked to provide base information on the County's buildings. Finally, we will need a space in which the Steering Committee can meet.

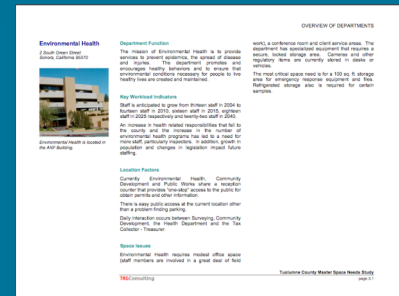
Additional Services (if desired).⁶ Our team is capable of providing all architectural services required as implementation progresses (including transition into any new or remodeled facilities and post occupancy evaluations). As discussed previously, we are much more efficient and effective planners because we often design and build the facilities that we plan. As an example of our efficiency, all of our facilities have been constructed within less than five percent of our conceptual estimates.

Quality Assurance. Our team uses proven quality assurance methods to be certain that your study is delivered on time, within budget and meets your expectations in terms of eliminating crowding and inefficient working conditions, improving service, reducing dependence on leased space and complementing your operations. We use a number of different quality control methods. Some of these methods include:

- maintaining detailed records of **"lessons learned"** on every county government planning, design and construction project for which we have been responsible
- establishing **effective communications** links between all project participants
- **encouraging creative thinking** and the constant search for better planning solutions
- **continuous schedule review and refinement** in planning team review meetings
- traditional **in-house peer reviews** of planning documents by senior professionals who have not been involved with your planning project (the "fresh set of eyes" or "two heads are better than one" approach)

⁵ TRG held a contract to manage the department for ten months and Harry filled the position of Interim Director supported by TRG staff.

⁶ Shameless plug for additional work.



Examples of Department Overview summaries (from top to bottom: Board of Supervisors, Environmental Health, Farm Advisor and Treasurer/Tax Collector).

- periodic **operational reviews** including the development of scenarios to test the operational efficiency of our planning recommendations
- **staff participation in continuing education** opportunities related to our individual disciplines
- **active participation by our principals and staff in professional societies** such as the American Planning Association as well as a number of other professional societies and associations



Siskiyou County Title 24 Needs Assessment. The graphic on this page illustrates the programs offered by the criminal justice system, including alternatives to detention. This graphic was used in the successful grant application written for Siskiyou County by TRG staff.

Proposed Schedule.

Aggressive Schedule. A careful analysis of your RFP has led us to develop a schedule that will allow us to make a progress presentation to your Board of Supervisors on Tuesday, January 20th, 2009, and a final presentation on Tuesday, February 3rd, 2009. We are comfortable with our schedule because:

- we are prepared to begin work immediately upon notification of selection;⁷
- Mono County facilities are located within a relatively small geographic radius;
- a great deal of our work will be done on site in Mono County; and
- we have a long and successful history of providing needs assessments and facilities space studies for California counties.

Table 1.3 - Mono County Needs Assessment Schedule Summary

Task	Duration ⁸	Start	Finish
Project Start ⁹	1 Day	Dec. 8, 2008	Dec. 8, 2008
Review Existing Documents	8 Days	Dec. 8, 2008	Dec. 17, 2008
Establish Space Standards	15 Days	Dec. 18, 2008	Jan. 8, 2009
Surveys, Visits & Inventory	14 Days	Dec. 8, 2008	Dec. 26, 2008
Establish Existing Need	12 Days	Dec. 29, 2008	Jan. 14, 2009
Interim Presentation	1 Day	Jan. 20, 2009	Jan. 20, 2009
Projections (5 - 20 Yrs)	20 Days	Dec. 29, 2008	Jan. 26, 2009
Final Report Development	7 Days	Jan. 26, 2009	Jan. 30, 2009
Software Development	28 Days	Dec. 15, 2008	Jan. 23, 2009
Final Presentation (BOS)	1 Day	Feb. 3, 2009	Feb. 3, 2009

⁷ Our entire team is prepared to begin work upon notice of selection. We realize that we will not have a final contract and that any work undertaken prior to the approval of the contract will be at our own risk. (Our team never has failed to negotiate a mutually acceptable contract on any project for which we have been selected.) We have begun projects early for a number of counties where the schedule was important (e.g. Alpine, Calaveras, El Dorado, Lassen, Trinity, etc.).

⁸ Durations are provided in working days as opposed to calendar days. Please note that some tasks overlap.

⁹ We tentatively have selected a start date of Monday, December 5th, 2008.

Scope of Work & Impact



- \$22,712,000 in grant funds provide 160 beds and all support space required by Title 24
- Creates new facility
- Meets identified needs; eliminates crowded conditions; improves safety and security; provides professional environment for staff; expands programs for rehabilitation

Administrative Work Plan

- ✓ Project enjoys full support of Board of Supervisors and County Administration
- ✓ Monitoring & control protocols include a detailed quality assurance program that the Sheriff and County staff will oversee
- ✓ Work plan designed specifically to make the most efficient use of scarce resources while maintaining scope, budget and schedule

Project Need



- The need is for 60 additional beds as well as support space renovation and remodeling to provide:
 - The additional double cells required to adequately separate and segregate inmates by classification
 - Space for increased medical and behavioral health services and programs
 - Adequate program space to accommodate a variety of new programs designed to reduce recidivism

Additional examples of various presentation media.

Fee Proposal

November 13th, 2008

Introduction. This document includes our fee proposal as requested. *All markups, overhead, profit and reimbursable expenses are included in our fees.* The fee proposal is valid for 60 days from the date of this proposal. Fees include meetings/presentations in Mono County and preparation of your needs assessment.

Fee Proposal. The basic fee proposal is presented in Table 2.1.

Table 2.1
Fee Proposal

Task	Proposed Fee
1. Project Organization & Start	\$1,465.00
2. Review Existing Documents & Information	1,400.00
3. Space Standards	5,140.00
4. Survey, Visits and Inventory of Existing Buildings	13,715.00
5. Establish Existing Need	7,300.00
6. Interim Presentation	1,920.00
7. 5-20 Year Projections	12,110.00
8. Final Report/Implementation Recommendations	26,750.00
9. Electronic Media and Software Development	TBD
10. Final Presentation	2,530.00
Total Fee	\$72,320.00

Thank you for considering **TRG**Consulting. We look forward to the possibility of working for Mono County!

TRGConsulting
architectural planning and design



William Harry Munyon
Managing Principal

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preserving resources since 1991

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Trinity County Juvenile Detention Facility. **TRG** staff wrote the successful construction grant for the Trinity County Probation Department and designed their new juvenile hall. While the facility was under construction, TRG staff wrote two successful operational grants totaling over \$600,000.00. The reference for this project is Chief Terry Lee, telephone: 530.623.1204, extension 124.

Fee Schedule. Hourly rates for members of our team are illustrated below.

TRGConsulting

Harry Munyon/Managing Principal - Project Manager	\$125.00
Tom Wornson/Principal - Planning and Design	125.00
Project Architect	115.00
Assistant Project Architect	75.00
Job Captain	65.00
Senior Planner	58.00
Planner	50.00
Drafting (CADD)	45.00 - 55.00
Clerical	40.00

Civil Engineering

Principal	\$120.00
Civil Engineer	90.00
Civil Engineering Technician - 2	75.00
Civil Engineering Technician - 1	60.00
Senior Clerical	40.00
Clerical	30.00

Structural Engineering (as needed)

Principal	\$125.00
Project Manager	105.00
Senior Structural Engineer	90.00
Structural Engineer	80.00
Drafting (CADD)	60.00
Clerical	40.00

Mechanical and Electrical Engineering (as needed)

Principal	\$100.00
Project Engineer	75.00
Design Engineer	65.00
Drafting (CADD)	44.00

Cost Estimating

Cost Estimating and Planning	\$85.00
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An example of an Options Development and Analysis section from the Tuolumne County Master Space Needs study.